

NAIC MEMBERSHIP, accessed Jan. 16, 2017

Baylis, Jack	Baylis Group (Presidential Appointee)
Bronczek, David J.	FedEx
Carr, Robert O.	Heartland Payment System
Edmonds, Albert J.	EDS, Edmonds Enterprise Services, USAF
Gallegos, Gilbert G.	Albuquerque Police
Grain, David J.	AT&T, Grain Management, Global Signal
Grayson, Margaret E.	Commercial Sector Consulting, NASA, V-One
Heasley, Philip G.	Citicrop, ACI Worldwide
Kelly, Raymond W.	NY Police
Knauss, Donald R.	Clorox, Minute Maid, Coca-Cola, PepsiCo, Kellogg, URS
Lau, Constance H.	Hawaiian Electric Industries, American Savings
McDonald, Joan M.	JMM Strategic
Murren, James J.	MGM Resorts
Noonan, Thoimas E.	Cisco, IBM, JouleX
Parker, Keith T.	MARTA
Peters, Gregory	AT&T, Internap Network Services, News Distribution Network, Reuters, CBS, ABC, ESPN, Bloomberg, Comcast (E! Entertainment), TV Guide, Westwood One, Hearst, Tribune, Cox, Gatehouse Media, Weather Channel, Meredith, U.S. News, Boston Globe, Washington Post, Philadelphia Enquirer, Cumulus Media, Travel Channel, Advance Internet, Chicago Sun-Times Group
Reid, James A.	CBRE
Rohde, Bruce	ConAgra, H&R Block, STRATECOM
Scott, Beverly A.	Beverly Scott Associates, MARTA
Wallace, Michael J.	DHS, Unicom, ComEd
Wells, Greg	Southwest Airlines



Homeland
Security

National Infrastructure Advisory Council (NIAC)

The NIAC provides the President, through the Secretary of Homeland Security, with advice on the security of critical infrastructures, both physical and cyber, supporting sectors of the economy. It also has the authority to provide advice directly to the heads of other agencies that have shared responsibility for critical infrastructure protection, including Health and Human Services, Transportation, and Energy. The NIAC is charged to improve the cooperation and partnership between the public and private sectors in securing the critical infrastructures and advises on policies and strategies that range from risk assessment and management to information sharing to protective strategies and clarification on roles and responsibilities between public and private sectors.

Background

The National Infrastructure Advisory Council (NIAC) was created by Executive Order 13231 of October 16, 2001 and amended by Executive Order 13286 of February 28, 2003, Executive Order 13385 of September 29, 2005, Executive Order 13446 of September 28, 2007, Executive Order 13511 of September 29, 2009, and Executive Order 13585 of September 30, 2011. The Council is composed of not more than 30 members, appointed by the President, who are selected from the private sector, academia, and State and local government, representing senior executive leadership expertise from the critical infrastructure and key resource areas as delineated in HSPD-7.

Leadership

The position of NIAC Chair and Vice Chair are named by the President. Currently the NIAC Chair position is held by Ms. Constance Lau, President and CEO, Hawaiian Electric Industries, Inc., and Dr. Beverly Scott, General Manager/CEO, Metropolitan Atlanta Rapid Transit Authority, serves as the Vice Chair.

NIAC Secretariat

The Sector Outreach and Programs Division (SOPD) within the Department of Homeland Security serves as the NIAC Secretariat. SOPD is the primary hub for critical infrastructure expertise, coordinates infrastructure situational and operational awareness for DHS. The division builds and maintains public-private partnerships as well as forums to engage and support critical infrastructure sectors, including the responsibility for developing and maintaining information sharing programs with the sectors.

NIAC Operations

The NIAC meets publicly four times each year. All meetings generally are hosted in Washington, D.C. in a venue open to the public and members desiring to attend in person. The Council uses its public meetings as working meetings, focused on progress reports from

CURRENT ACTIVE ISSUES

- Regional Resilience Working Group

ISSUES PREVIOUSLY ADDRESSED / REPORTS DELIVERED TO THE PRESIDENT

- Intelligence Information Sharing Study, 2012
- A Framework for Establishing Critical Infrastructure Resilience Goals, 2010
- Optimization of Resources for Mitigating Infrastructure Disruptions, 2010
- Critical Infrastructure Resilience, 2009
- Framework for Dealing with Disasters and Related Interdependencies, 2009
- Critical Infrastructure Partnership Strategic Assessment, 2008
- The Insider Threat to Critical Infrastructures, 2008
- Chemical, Biological, and Radiological Events and the Critical Infrastructure Workforce, 2008
- The Prioritization of Critical Infrastructure for a Pandemic Outbreak in the United States, 2007
- Convergence of Physical and Cyber Technologies and Related Security Management Challenges, 2007
- Public-Private Sector Intelligence Coordination, 2006
- Workforce Preparation, Education and Research, 2006
- Sector Partnership Model Implementation, 2005
- Risk Management Approaches to Protection, 2005
- Common Vulnerability Scoring System, 2004
- Hardening the Internet, 2004
- Prioritizing Cyber Vulnerabilities, 2004
- Evaluation and Enhancement of Information Sharing Analysis, 2004
- Best Practices for Government to Enhance the Security of National Critical Infrastructures, 2004
- Cross Sector Interdependencies and Risk Assessment Guidance, 2004
- Vulnerability Disclosure Framework, 2004

its working groups and on deliberations to produce useful and actionable recommendations in a timely manner. The Council is very active, taking on up to six major studies per year, with high performance goals of delivering quality, well-researched reports between 6-12 months from the inception of the selected studies. Its reports have drawn public and private sector interest with regular requests from Congressional committees for copies. Public meetings are normally attended by several members of the Press. Specific requests by the President are directed to the Council for recommendations on issues of interest. The White House monitors the progress of the Council's studies on a regular basis between meetings through a liaison in the Homeland Security Council.

NIAC Membership

NIAC CHAIR

Ms. Constance Lau
President and CEO
Hawaiian Electric Industries, Inc.

NIAC VICE CHAIR

Dr. Beverly Scott
General Manager/CEO
Metropolitan Atlanta Rapid Transit Authority

Mr. Jack Baylis
Exec. Director, Sr. Vice President
The Shaw Group

Mr. David J. Bronczek
President and CEO
FedEx Express

Mr. Wesley Bush
CEO and President
Northrop Grumman

Lt. Gen. Albert J. Edmonds (Ret.)
Chairman and CEO
Edmonds Enterprise Services, Inc.
CEO, Logistics Applications, Inc.

Mr. Gilbert Gallegos (Ret.)
Chief of Police
City of Albuquerque, New Mexico

Mr. Glenn S. Gerstell
Managing Partner
Millbank, Tweed, Hadley,
& McCoy LLP

Mr. David J. Grain
Founder and Managing Partner
Grain Management

Ms. Margaret E. Grayson
President
Grayson & Associates

Mr. Philip G. Heasley
President and CEO
ACI Worldwide

Commissioner Raymond W. Kelly
Police Commissioner
City of New York

Mr. David E. Kepler
Executive Vice President
Chief Sustainability Officer
Chief Information Officer
Dow Chemical

Mr. Donald R. Knauss
Chairman of the Board and CEO
The Clorox Company

Mr. James B. Nicholson |
President and CEO
PVS Chemicals, Inc.

Mr. Thomas E. Noonan
Chairman, President and CEO
JouleX, Inc.

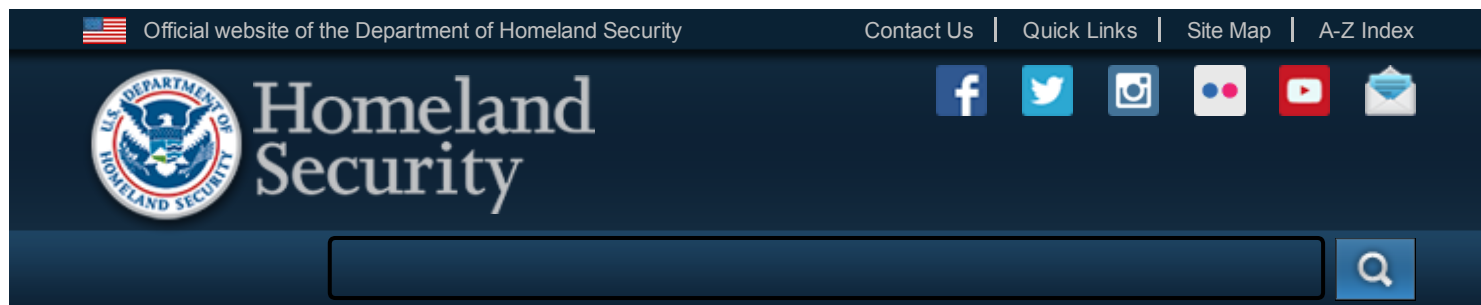
Mr. Gregory A. Peters
CEO
News Distribution Network, Inc.

Mr. James A. Reid
President, Eastern Division
CB Richard Ellis

Mr. Bruce Rohde
Chairman and CEO Emeritus
ConAgra Foods, Inc.

Mr. Michael J. Wallace
Former Vice Chairman and COO
Constellation Energy

Mr. Greg Wells
Senior Vice President-Operations
Southwest Airlines

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National Infrastructure Advisory Council Members

Listing of the members of the National Infrastructure Advisory Council.

Members (#)



Jack Baylis, *President and CEO, The Baylis Group, LLC*

Jack Baylis is the President and CEO at the Baylis Group, LLC. The Baylis Group serves Public and Private Sector Clients in the Infrastructure and Environmental Fields providing Strategic, Management, and Technical Consultation.

Previously, Mr. Baylis served as the Executive Director and Senior Vice President, managing the US Western Region for the CB&I, E&I Division (mostly while at the CB&I acquired legacy Shaw Group). Mr. Baylis managed the Region's operations, p&I, sales, marketing, and over 250 technical, management, and support staff. Under his leadership and support from national sales teams, Mr. Baylis increased revenue in the first year and, more importantly, through a

focused effort, increased pre-tax profits by almost 24%. He was subsequently asked to additionally manage the firm's NYC operations, managing CM leadership working at over a half dozen construction sites; Mr. Baylis left the firm managing a portfolio over 120M. Additionally, Mr. Baylis was the JV Chairman and helped turn around performance for NYDEP, overseeing a CM team providing construction oversight and startup services to over 2B in construction.

Mr. Baylis served as an AECOM Global Water Executive Vice President at AECOM Technology Corporation (NYSE: ACM). In his position, Mr. Baylis was responsible for leading the global water major cities initiative and working closely with the global water executive team and regional leadership on strategic investments and business development for major pursuits. At AECOM, Mr. Baylis served as the JV Chairman of a Program Team assisting the SFMTA with a 1.4B+ Subway Project, served as an Executive Sponsor on a Program Team assisting the SFPUC with their 4.6B+ Water System Improvement Program (WSIP), and served as the JV Chairman on a Program Management team that was selected to assist the SFPUC with their 6.9B Sewer System Improvement Program (SSIP).

Reporting to the Office of the CEO, Baylis was a strategic account manager for CH2M Hill clients in the Los Angeles area and he was the Business Unit Manager for the Southwest Transportation Business, responsible for a 35M/year p&l, operations, business development, and over 140 staff. He was a principal, project director, project manager, and technical advisor for numerous water and wastewater programs and projects including serving as the Project Director for the multi-year PM City of Los Angeles Integrated Wastewater Program.

Mr. Baylis has excelled in management, operations, business development, and client service roles; he has achieved

success as a principal, director and manager of numerous environmental, civil infrastructure, water and transportation programs and projects; he is experienced with p&l responsibilities, technical review, program management, and staff development; he has served on joint venture boards specifically focused on strategic and larger programs and projects with construction values over a billion (US) dollars.

He has also served on community, non-profit, and government service boards and commissions including as a Governor appointee to the California State Fish & Game Commission and is a Presidential appointee to the National Infrastructure Advisory Council (NIAC).

Mr. Baylis holds a B.S. in Chemical Engineering from the University of California at Davis.

David J. Bronczek, *President and Chief Executive Officer, FedEx Express*

Mr. David J. Bronczek is President and Chief Executive Officer of FedEx Express, the world's largest express transportation company. He assumed his current position in February 2000 after serving as Executive Vice President and Chief Operating Officer of the company. He also serves on the Strategic Management Committee of FedEx Corporation. Mr. Bronczek joined FedEx in 1976 and held positions in operations and sales before being named a managing director of operations in 1983. Mr. Bronczek moved into international operations in 1987 when he was promoted to Vice President and General Manager for Canada. In March 1993, he was named Senior Vice President of Europe, the Middle East, and Africa (EMEA). Under his leadership, FedEx Express expanded service and strengthened its core network in the region, while EMEA contributed to a profitable international business.

A native of Cleveland, Ohio, Mr. Bronczek graduated from Kent State University. He is a member of the Board of Governors of the International Air Transport Association; and effective June 2010 is serving as Chairman for IATA; Board member, Air Transport Association (ATA); a member of the Board of Directors for International Paper; Vice Chairman for the Board of Visitors of the University of Memphis; a member of the Board of Governors for National Safe Kids Campaign and has recently served on the Honors Advisory Board for the University of North Carolina at Chapel Hill. He is also a member of Memphis Tomorrow.

Robert O. Carr, *Founder and Chief Executive Officer, Heartland Payment Systems*

Robert O. Carr is the founder and chief executive officer of Heartland Payment Systems, one of the nation's largest processors of debit and credit card transactions.

Heartland launched operations in 1997, with an investment of \$2 million and about 25 employees. The company today is valued at \$4.3 billion, with a workforce of more than 4,600. Heartland handles payment processing, point of sale, and payroll services for businesses, universities, and elementary and high schools.

At a time of increasing cyberattacks, Carr earned widespread praise for his response to a massive data breach that Heartland discovered in 2009. After the attack, the company developed an end-to-end encryption system to protect sensitive information. Heartland, based in Princeton, New Jersey, shared its malware with competitors to protect them from similar breaches. Carr also took the lead in forming the Payments Processing Information Sharing Council, an industry group that works with law enforcement to combat cyber fraud.

In the payments industry, Carr has long been a voice for greater transparency. He has been especially critical of confusing and misleading billing practices.

Heartland announced in December 2015 that it had entered an agreement to be acquired by Global Payments.

Before starting Heartland, Carr was a software consultant. He founded Credit Card Software Systems, Inc., in 1987. He began his career at Parkland College in Champaign, Illinois, as a math and computer programming instructor. He also worked as an executive at the Bank of Illinois in Champaign.

Carr earned a bachelor's degree in mathematics and a computer science degree from the University of Illinois.

In his book, "Through the Fires: An American Story of Turbulence, Business Triumph and Giving Back," Carr describes his hardscrabble childhood in rural Illinois. A \$250 scholarship he received as a senior at Lockport Township High School in 1963 inspired him decades later to establish the Give Something Back Foundation. The foundation provides mentoring and college scholarships to students from modest means, partnering with high schools and colleges in Illinois, New Jersey, Delaware, and Pennsylvania. Carr has contributed more than \$25 million for hundreds of scholarships to deserving students who have known economic adversity.

Carr owns the Tudor-style home built in Princeton for Woodrow Wilson in 1896 when the future President was a professor. The estate has been designated for a trust that will someday provide more scholarships for financially strapped students.

Albert J. Edmonds, *Chairman and Chief Executive Officer, Edmonds Enterprise Services, Chief Executive Officer, Logistics Applications, Inc.*

Lieutenant General Albert J. "Al" Edmonds, USAF, Retired, serves as Chairman and Chief Executive Officer of Edmonds Enterprise Services, Inc. and Chief Executive Officer of Logistics Applications, Inc. General Edmonds retired as President of U.S. Government Accounts for Electronic Data Systems' Operations Solutions business line in 2004. General Edmonds was Director of the Defense Information Systems Agency (DISA) when he retired from the Air Force. He also served as manager of National Communications Systems (NCS) and directed the President's National Security Telecommunications Advisory Committee (NSTAC).

General Edmonds earned a Bachelor of Science degree in Chemistry from Morris Brown College and a Master of Arts degree in Counseling Psychology from Hampton University. He is a distinguished graduate of the Air War College and completed the National Security Program at Harvard University. In 1990, General Edmonds received an Honorary Doctor of Science degree from Morris Brown College.

Gilbert G. Gallegos, *Chief of Police (Retired), City of Albuquerque, New Mexico*

The city of Albuquerque, New Mexico appointed Mr. Gilbert G. Gallegos Police Chief on December 1, 2001. He retired March 30, 2005. Prior to this appointment, he served as Region I Drug Enforcement Coordinator, responsible for coordinating drug enforcement efforts in cooperation with Federal, State, and local agencies in New Mexico.

Mr. Gallegos brings over 40 years of progressive responsibility in law enforcement, beginning with the Albuquerque Police Department in December 1964. Mr. Gallegos is a native of Albuquerque.

David J. Grain, *Founder and Managing Partner, Grain Management*

David J. Grain is the Founder and Managing Partner of Grain Management, LLC, a private equity firm that invests in the telecommunications sector, primarily focused on Federal and state government wireless systems. Prior to forming Grain Management, Mr. Grain served as President of Global Signal (formerly NYSE listed GSL). Prior to forming Grain Management, Mr. Grain served as President of Global Signal Inc. (formerly NYSE listed GSL). Mr. Grain led Global Signal from bankruptcy through its successful operational turnaround. In June 2004 Global Signal was listed on the New York Stock Exchange through an Initial Public Offering. Mr. Grain grew Global Signal into one of the largest independent wireless communications tower companies in North America with a leading presence in the Southeastern United States. In January 2007 Crown Castle International (NYSE - CCI) acquired Global Signal for \$5.7 billion.

Mr. Grain served as Senior Vice President of AT&T Broadband's New England Region, the third-largest cable television cluster in the United States. During his tenure at AT&T, Mr. Grain was selected by the Boston Business Journal as one of Boston's Top 40 Leaders under 40 years old. In May of 2002, Mr. Grain also received one of the Ten Outstanding Young Leaders Awards (TOYL) from the Boston Jaycees. Among his many civic activities while in New England, Mr. Grain was named by the Treasurer of Massachusetts to the State's Pension Reserves Investment Management (PRIM) Board overseeing the State's \$40 billion employee pension fund. Mr. Grain was subsequently named to the PRIM Investment Committee where he served as Chairman.

Prior to leading AT&T Broadband's New England Region, Mr. Grain spent more than a decade in the financial services industry and was an Executive Director in the High Yield Finance Department at Morgan Stanley in New York where

he focused primarily on telecommunications, media and technology companies.

He currently serves as Chairman of the oversight committee of the State of Florida's pension assets, the Investment Advisory Council for the Florida State Board of Administration.

Mr. Grain holds a B.A. from the College of the Holy Cross where he is on the Board of Trustees and an M.B.A. from The Amos Tuck School at Dartmouth College where he has previously served on the M.B.A. Advisory Board.

Margaret E. Grayson, *President - Commercial Sector Consulting Services Group, LLC*

Grayson has focused much of her career on finance, policy, regulatory compliance and risk management of technology companies and Federal, State, local and tribal government entities. She began her career with Honeywell Aerospace and Defense in 1980 as Manager of General Accounting.

Expanding her work in the field of finance and accounting for technology innovation companies, she joined Spacelab, Inc. in the mid 90's. Spacelab was formed as a public-private partnership. Sponsored by NASA, the International Space Station, contributing nations, and private sector investors, it functioned as a proof of concept for enabling government and private sector pharmaceutical and research organizations to perform microgravity research projects on board the space shuttle and the international space station.

She joined V-ONE Corporation in 1999 and became President, CEO, and Director of V-One Corporation in 2000. V-One Corporation was a pioneer in the design and development of application layer security software products for Federal, State, local and tribal governments as well as commercial entities. In her role as President and CEO, she

worked closely with certain Federal agencies in the requirements and design of security products and developed significant expertise in cyber security, data integrity, and information sharing in wired, wireless, and satellite networks and design of secure data transport architectures.

In 2002, Ms. Grayson was appointed by the President to serve on the National Infrastructure Advisory Council. She is an expert in cybersecurity and information sharing and has participated in several comprehensive studies on critical infrastructure protection and resilience.

Ms. Grayson also serves on the board of directors for public and private companies and is on the Dean's Council and Advisory Board of the School of Business at the State University of New York in Buffalo.

Philip G. Heasley, *President and Chief Executive Officer, ACI Worldwide*

Mr. Heasley was named President and CEO of Transaction Systems Architects in March 2005. He is a 36-year veteran of payment systems and financial services. Before joining the company, he was Chairman and Chief Executive Officer of Paypower LLC. From 2000 to 2003, he was Chairman and Chief Executive Officer of First USA Bank, the credit card subsidiary of Bank One.

Prior to joining First USA, Mr. Heasley spent 13 years in executive positions at U.S. Bancorp, including six years as Vice Chairman and the last two years as President and Chief Operating Officer. Before joining U.S. Bancorp, Mr. Heasley spent 13 years at Citicorp, including three years as President and COO of Diners Club, Inc.

Mr. Heasley served as Chairman of the Board of Visa USA from 1996 until November 2003 and was a member of the Board of Visa International during the same period. Mr.

Heasley also serves or has served as a director of Lender Processing Services, Official Payments Holdings, Inc. (formerly known as Tier Technologies Inc.), The Schwan Food Company, Inc., and Public Radio International.

Mr. Heasley holds a Bachelor of Arts from Marist College and a Masters of Business Administration from Bernard Baruch Graduate School of Business.

Raymond W. Kelly, *Former Police Commissioner, City of New York*

Mayor Michael R. Bloomberg appointed Commissioner Raymond W. Kelly as Police Commissioner of the City of New York in 2002 and served until 2014. He previously served as Commissioner from 1992 to 1994. Commissioner Kelly formerly served as Senior Managing Director for Global Corporate Security at Bear, Stearns & Co., Inc. Before that, he served as Commissioner of the U.S. Customs Service. From 1996 to 1998, Commissioner Kelly was the Under Secretary for Enforcement at the U.S. Treasury Department. Commissioner Kelly spent 31 years in the New York City Police Department, serving in 25 different commands before being named Police Commissioner in 1992.

Commissioner Kelly is a combat veteran of the Vietnam War and retired as a Colonel from the Marine Corps Reserves after 30 years of service. He holds a Bachelor of Business Administration from Manhattan College, a Juris Doctor from St. John's University School of Law, a Master of Law degree from the New York University Graduate School of Law, and a Master of Public Administration degree from Harvard University, Kennedy School of Government.

Donald R. Knauss, *Executive Chairman , The Clorox Company*

Donald R. "Don" Knauss joined The Clorox Company as Chairman and Chief Executive Officer in October 2006. As CEO, he has overall responsibility for directing the company's worldwide business, which generated revenues of \$5.5 billion in fiscal year 2012.

Prior to joining Clorox, Knauss spent 12 years with The Coca-Cola Company. He joined the company in 1994 as senior vice president of marketing for The Minute Maid Company, and, in 1996, was promoted to senior vice president and general manager for Minute Maid's U.S. retail operations. Beginning in 1998, Knauss served nearly two years managing Coca-Cola's businesses in ten countries of Southern Africa. In 2000, he was named president and chief executive officer of The Minute Maid Company. He became president and chief operating officer of Coca-Cola North America in 2004.

Knauss previously held a variety of positions in marketing and sales with the Frito-Lay and Tropicana divisions of PepsiCo, Inc. He began his business career as a brand manager in the paper products division at Procter & Gamble. Prior to that, he served as an officer of the United States Marine Corps. Knauss sits on the boards of directors for Kellogg Company and URS Corporation.

Knauss has a long-standing commitment to promoting workplace equality and embracing diversity. In 2006, he received The Jackie Robinson Foundation's ROBIE Award for industry achievement. The ROBIE Award is the foundation's highest tribute to an individual who has promoted and expanded opportunities for minorities in the corporate world.

A native of Highland, Ind., Knauss holds a bachelor's degree in history from Indiana University. One of Knauss' personal passions is promoting education, which includes serving on the Morehouse College (Atlanta) board of trustees and the Marine Corps University Foundation board of trustees. In

2007, Don and his wife Ellie launched, and continue to personally fund, the Knauss Scholars Program. This annual program provides 15 children of Clorox employees as much as \$10,000 each — \$2,500 per year for a four-year program — to be applied toward accredited colleges and universities, as well as vocational and technical schools.

Constance H. Lau, *President and Chief Executive Officer, Hawaiian Electric Industries, Inc. (HEI)*

Constance H. Lau currently serves as Director, President and Chief Executive Officer for Hawaiian Electric Industries, Inc. (HEI). She also serves as Chairman of the Board of its two principal subsidiaries, Hawaiian Electric Company (HECO), the electric utility which serves 95% of the state of Hawaii, and American Savings Bank (ASB), Hawaii's third largest bank.

Over her 28 years with HEI, Ms. Lau has held many director and officer positions with the HEI companies, including President and Chief Executive Officer of American Savings Bank from 2001 to 2006. Ms. Lau serves as a board member of Matson, Inc., Associated Electrical & Gas Insurance Services, Ltd., Edison Electric Institute, Electric Power Research Institute, and the Asia Pacific Center for Security Studies, and represents community banks, thrifts and credit unions in Hawaii and Guam on the Federal Reserve Bank of San Francisco's Twelfth District Community Depository Institutions Advisory Council. She is also a trustee or director of Punahou School, the Hawaii Business Roundtable and the Consuelo Zobel Alger Foundation.

Ms. Lau holds a B.S. from Yale University, a J.D. from the University of California's Hastings College of Law and an M.B.A. from Stanford University.

Joan M. McDonald, *Principal, JMM Strategic Solutions*

Joan M. McDonald has more than 30 years of executive experience in the public and private sector, leading diverse organizations. Joan is a skilled negotiator, strategic innovator, powerful speaker and decisive manager. In August, 2015, President Obama appointed Ms. McDonald to the National Infrastructure Advisory Council. Joan is the Principal of JMM Strategic Solutions, a consulting firm focusing on sustainability, organizational innovation and economic competitiveness.

Joan served as Commissioner in two states. From February 2011 until July 2015, she served as the 11th Commissioner of the New York State Department of Transportation, an organization with 8,300 employees and an annual budget of \$4 billion. Joan led the Department through various weather events (Hurricane Irene, Superstorm Sandy, and the 2014 Buffalo “Snovember to Remember”); instituted “the Forward Four,” a national model for capital planning and management; and implemented NYSDOT’s New York Works program, a project delivery method utilizing design build and best value for procurement. As Commissioner, Joan chaired the Northeast Corridor Commission, co-chaired the Tappan Zee Bridge Mass Transit Task Force, and served on the Executive Committee of the Transportation Research Board.

As Commissioner of the Connecticut Department of Economic and Community Development from June 2007 through January 2011, Joan led CT’s economic development efforts through the “Great Recession.” Under her leadership, the State developed its first ever strategic economic development plan, negotiated agreements with several Fortune 500 companies, and initiated transit oriented development in all of Connecticut’s major cities. During her tenure, Joan also chaired Connecticut Innovations, investing funds in various start-up companies in the biotechnical, aviation, and IT sectors. Joan chaired the Regulatory Reform Task Force and served on the UConn Board of Trustees, the

Connecticut Development Authority, and the Connecticut Housing Finance Authority.

Joan served in senior management positions for the City of New York where she negotiated the 50 year lease with the Port Authority of NY/NJ for Kennedy and LaGuardia Airports; lead the transfer and re-alignment of traffic enforcement agents from NYCDOT to NYPD; and oversaw environmental reviews of the Harlem Line Third Track and the Hudson River Park. In the private sector, Joan led the efforts of Jacobs Engineering in New York and New Jersey.

A nationally recognized expert in economic competitiveness, sustainable development and organizational innovation, Joan has testified before Congress, State Legislatures, and City Councils. She has keynoted events for the Urban Land Institute, the AGC, the RPA, and TRB.

Joan received her Bachelor of Arts from LeMoyne College and her Masters of Public Administration from Harvard University, John F. Kennedy School of Government.

James J. Murren, *Chairman and Chief Executive Officer, MGM Resorts International*

Jim Murren was named Chairman and CEO of MGM Resorts International in December 2008. He leads a company of 62,000 employees that provides world-class hospitality and entertainment experiences through its 15 resorts properties in Las Vegas and Reno, Nev., Detroit and Mississippi, with new resorts in Maryland at National Harbor, and Springfield, Mass. scheduled to open in 2016 and 2018.

Mr. Murren joined MGM in 1998 after spending more than a decade on Wall Street, where he was regarded as a leading analyst in the hotel and gaming industries. His arrival at MGM coincided with a period of dramatic growth for the company,

including the acquisitions of Mirage Resorts and Mandalay Resort Group.

He is the visionary behind CityCenter, the unprecedented urban resort destination that opened on the Las Vegas Strip in 2009 featuring centerpiece ARIA Resort & Casino. CityCenter – a sophisticated mix of resorts, residences, conference facilities, dining and retail -- is among the largest “green” developments globally. Using cutting-edge solutions, CityCenter demonstrates that sustainability enhances the guest experience.

A native of Fairfield, Conn., Mr. Murren graduated from and is a Trustee of Trinity College where he majored in Art History and Urban Studies. He is Chairman of the American Gaming Association and a member of the Board of Trustees of the Brookings Institution. In 2013, he was appointed to the National Infrastructure Advisory Council.

A leader in the area of corporate responsibility, Mr. Murren is Executive Chairman of the Board of Directors of the Corporate Responsibility Officers Association, a professional society for corporate responsibility practitioners. In 2015, he was the recipient of the Distinguished Leader Award by the University of Massachusetts’ Isenberg School of Management. In 2013, he was named a Responsible CEO of the Year by CR Magazine and Executive of the Year by Casino Journal.

With his wife, Heather, he is actively involved in assisting wounded warriors and their families through the creation of a Fisher House in southern Nevada.

Thomas E. Noonan, *General Manager, Cisco Energy Services*

Tom Noonan is the General Manager of Cisco Energy Services. Noonan is former Chairman and CEO of JouleX, an

innovative energy management company that is pioneering a new approach to energy conservation across the IT infrastructure. He is also a founding partner of TechOperators LLC, a technology investment firm comprised of partners who are proven operators. Noonan is the former Chairman, President, and Chief Executive Officer of Internet Security Systems, Inc., which was recently acquired by IBM. Under Noonan's leadership, ISS revenue soared from a startup in 1995 to nearly \$400 million in its first decade.

Noonan holds a mechanical engineering degree from Georgia Tech and a business degree from Harvard University. He serves on the White House National Infrastructure Advisory Council and the board of directors for Woodruff Arts Center, Georgia Tech Foundation, and Children's Healthcare of Atlanta. He is also an active philanthropist through the work of the Thomas E. Noonan Family foundation which supports education, environmental, and healthcare causes locally and nationally.

Keith T. Parker, *General Manager and CEO of Metropolitan Atlanta Rapid Transit Authority*

Keith T. Parker, AICP, is the General Manager and Chief Executive Officer of the Metropolitan Atlanta Rapid Transit Authority (MARTA), the nation's ninth largest transit system, which includes heavy rail, bus, and paratransit services. MARTA provides over 400,000 passenger boardings a day. Parker took the helm of MARTA on December 10, 2012. Parker's career has included public and private sector experiences in diverse communities around the country, including Virginia, California, Washington State, North Carolina, and Texas. Most recently, Parker served as CEO for transit systems in San Antonio and Charlotte. Under Parker's leadership, San Antonio and Charlotte transit systems enjoyed some of the highest ridership increases in the country while maintaining some of the lowest costs. The

transit agencies won numerous local, state, and national awards in areas such as safety, maintenance, environmental innovations, and overall excellence. Parker won Texas CEO of the year awards in 2011 and 2012. Parker holds an MBA from the University of Richmond, as well as a Master of Urban and Regional Planning and a BA in Political Science from Virginia Commonwealth University. He also holds professional certification with the American Institute of Certified Planners (AICP).

Gregory Peters, *Chairman & Chief Executive Officer, News Distribution Network, Inc.*

Greg Peters is the Founder, Chairman and CEO of News Distribution Network, Inc. (NDN). NDN's centralized, multimedia serving platform enables the broad distribution of news, business, finance, entertainment and sports content for the online newspaper, magazine and radio markets. NDN's platform eliminates significant infrastructure and operating costs while enabling revenue growth. NDN's partners include Reuters, CBS, ABC, ESPN, Bloomberg, Comcast (E! Entertainment), TV Guide, Westwood One, Hearst, Tribune, Cox, Gatehouse Media, Weather Channel, Meredith, U.S. News, Boston Globe, Washington Post, Philadelphia Enquirer, Cumulus Media, Travel Channel, Advance Internet, Chicago Sun-Times Group, and others. Mr. Peters brings 23 years of experience in the technology community and international business expertise to his latest venture. Mr. Peters was appointed by President George W. Bush to the National Infrastructure Advisory Council (NIAC), a White House Committee, in 2004.

Mr. Peters served as the President, CEO, and Board Member of Internap Network Services Corporation (NASDAQ: INAP) from 2002 to 2005. In this role he directed a restructuring effort, which resulted in achieving positive cash flow, sustained annual revenue growth, a 22x market cap increase,

a doubling of customers and a tripling of gross margins. Previously, Mr. Peters was Founder, President, CEO and Board Member of Mahi Networks where he built and managed the company from inception to market delivery. In the 1990s, Mr. Peters was Vice President of International Operations for Advanced Fibre Communications (NASDAQ: TLAB)) and Adtran (NASDAQ: ADTN), where he led global expansion to over 40 countries.

For nearly a decade, he held increasingly senior positions at AT&T Network Systems, the last being Managing Director of the Middle East and Africa, headquartered in Cairo, Egypt. Mr. Peters conducted business for AT&T in over 60 countries and was responsible for directing the telecommunications recovery and reconstruction efforts in the Persian Gulf Region during and after the Gulf War. To date, Mr. Peters has conducted business in 84 countries.

Mr. Peters has served on the alumni board of the Terry School of Business at the University of Georgia, the Technology Association of Georgia Board, the Georgia Chamber of Commerce Board, and the Advisory Board of the Metro Atlanta Chamber of Commerce as well as the boards of several growth stage companies.

Mr. Peters earned a Bachelor of Business Administration in Finance and Accounting from the University of Georgia and a Master of Business Administration in International Management from the American Graduate School of International Management, Thunderbird Campus, in Glendale, Arizona. Mr. Peters has continued his educational efforts in executive programs at Harvard, Stanford and Columbia Universities.

Mr. Peters has lectured on International Business, Technology, & Entrepreneurship at Thunderbird and Sonoma State University and is currently a visiting lecturer at the

University of Georgia Terry School of Business MBA program and various undergraduate programs. Mr. Peters also mentors development stage companies at the Advanced Technology Development Center at Georgia Tech.

James A. Reid, *President, Eastern Division, CBRE, Inc.*

Jim Reid is President of CBRE's U.S. Eastern Division, with oversight of all geographies and lines of business operating within this area. The Eastern Division includes over 40 offices in key markets such as Atlanta, Boston, Miami, Philadelphia, Tri-State (New York, Connecticut and New Jersey) and Washington, DC. The Division represents one of CBRE's largest operating divisions with annual revenues exceeding \$1 billion.

In 2001 and 2002, Mr. Reid was Chairman, EMEA Division, for CBRE's operations across Europe, Middle East and Africa. At the time, the EMEA Division was an approximate \$170 million business with 1200 employees located in 21 countries with services including property sales and leasing, property management, corporate services, valuation, investment management, research and consulting.

From 1998 through 2000, Mr. Reid was Executive Managing Director, Investment Properties for the EMEA Division. In this capacity, Mr. Reid directed an organization of approximately 60 investment acquisition and sales professionals. This team completed approximately \$5 billion in investment transactions in 2000.

From 1993 through 1997, Mr. Reid was Senior Vice President and Regional Manager-Investment Properties for the northeastern United States (including the key markets of New York, Boston and Washington DC). Earlier in his career, Mr. Reid held leadership and production positions at Cushman & Wakefield, Jones Lang Wootton and Charles E Smith

Companies, a major Washington, DC area developer and owner.

Mr. Reid received his Bachelor of Science – Commerce from the University of Virginia and his Master of Business Administration degree from the Harvard Business School.

Bruce Rohde, *Chairman and Chief Executive Officer Emeritus, ConAgra Foods, Inc.*

Mr. Bruce Rohde serves as Chairman of Romar Capital Group and is Chairman and Chief Executive Officer Emeritus of ConAgra Foods, Inc. He became ConAgra Foods' President and Vice Chairman in 1996. He was named Chief Executive Officer in 1997 and Chairman in 1998. He retired as Chairman and Chief Executive Officer for ConAgra in October 2005 and became the Chairman and Chief Executive Officer Emeritus.

Mr. Rohde is a member of the Board of Directors of H&R Block, where he serves as Chairman of the Compensation Committee and as a member of the Audit Committee; he is also Chairman of the Board of Trustees of Creighton University. Mr. Rohde also serves on the Board of Preventive Medicine Research Institute, and is a member of Harvard's Private and Public, Scientific, Academic, and Consumer Food Policy Committee (PAPSAC). He is past Chairman of the Board of the Strategic Air and Space Museum and a past member of the STRATCOM Consultation Committee. He served on the Board of Directors of GMA (Grocery Manufacturers of America) and has served on the boards of multiple public companies and charitable institutions.

Mr. Rohde received his Bachelor of Business Administration degree from Creighton University and earned a Juris Doctor, cum laude, from Creighton School of Law. He also holds a Certified Public Accountant certificate, is a commercial pilot, and a retired Captain of the U.S.A.R.

Beverly A. Scott, Ph.D., CEO, Beverly Scott Associates, LLC

Dr. Scott's career in the public transportation industry spans more than three decades, including four appointments as General Manager/CEO – General Manager, Massachusetts Bay Transportation and Rail & Transit Administrator for the Commonwealth of Massachusetts, the Metropolitan Atlanta Rapid Transit Authority (MARTA), the Sacramento Regional Transit Authority (SRTD), and the Rhode Island Public Transit Authority (RIPTA), one of four statewide public transit systems. She has also served in senior level positions at New Jersey Transit Corporation (NJT), the Washington Metropolitan Area Transportation Authority (WMATA), Dallas Area Rapid Transit (DART), and the Houston Metropolitan Area Transit Authority (Houston METRO).

Dr. Scott is recognized throughout the U.S. and North American transportation industry for her visionary leadership, results driven management style; focus on people and communities; and progressive approach to labor management relations. Among her most notable industry contributions is her pivotal leadership role in the critical areas of workforce and leadership development and work to improve outcomes for people and communities – particularly our most vulnerable.

Throughout her career, she has received numerous awards. Most recently, the Hubert Humphrey, Distinguished Career Service Award from the American Political Science Association, the Government Sector Pinnacle Award from the Greater Boston Chamber of Commerce for Outstanding Service, the prestigious Sharon A. Banks Humanitarian Service Award from the Transportation Research Board, National Academies of Science; and named Woman of the Year in 2014 by the Women's Transportation Seminar. In 2012, she was named a "Transportation Innovator of Change"

by President Barack Obama and the U.S. Department of Transportation for her long record of exemplary leadership and service in the transportation industry.

In 2011, she was appointed by President Obama to the National Infrastructure Advisory Council (NIAC). In 2012, she was appointed NIAC Vice-Chair.

Beverly Scott Associates, LLC, provides executive advisory and management consultant services focused on transportation/infrastructure sector workforce initiatives and business solutions that produce “bottom line” results; and improve sustainable outcomes for people and communities. Her practice emphasizes workforce development and jobs creation, active civic engagement, management-labor collaboration, strengthening local capacity, promoting social responsibility, equity and inclusion. Dr. Scott is a frequent motivational speaker on the criticality of U.S. infrastructure investment, leadership, workforce development, equity and inclusion. She also serves in an Advisory capacity to the Charles Hamilton Houston Institute for Race and Justice at Harvard University Law School in the areas of transportation, infrastructure and equity.

Dr. Scott currently serves on the national Boards of the American Public Transportation Association (APTA), Women’s Transportation Seminar (International Advisory Board), Rail-Volution (past Chairperson), the Transportation Learning Center (national labor-management consortium); and Americans for Transit.

Dr. Scott holds a doctorate in political science, with a specialization in public administration from Howard University; and a Bachelor of Arts in Political Science from Fisk University (magna cum laude and Phi Beta Kappa).

Michael J. Wallace, *Former Vice Chairman and COO, Constellation Energy; Member, Cybersecurity Subcommittee,*

Homeland Security Advisory Council, DHS; Member, Steering Committee, Electric Subsector Coordinating Council (ESCC)

Mr. Michael J. Wallace retired in April 2011 as Vice Chairman and COO of Constellation Energy and Chairman of Constellation Energy Nuclear Group, which includes nuclear generation of 3,869 megawatts, 3 sites, and 5 units in 2 states. In addition, in his capacity as COO, Mr. Wallace had direct responsibility for several different business groups, including the wholly owned subsidiary, Baltimore Gas and Electric (BGE), and the company security organization. Moreover, he had responsibility for a number of corporate-wide operational activities from 2008 until retirement. He joined Constellation Energy in January 2002 as President of Constellation Generation Group with more than 20 power plants in 12 states from Hawaii to Florida. His team constructed, operated, bought, and sold power plants with technologies which included power sourced by geothermal, solar, coal, nuclear, biomass, water, and more.

Prior to joining Constellation Energy Group, Mr. Wallace was Managing Director of Barrington Energy Partners, LLC, a strategic consulting firm specializing in energy industry transactions and advisory services. He co-founded the firm in 1998 and advised energy company executives on mergers and acquisitions, transaction financing, and market and investment opportunities.

Before joining Barrington Energy, Mr. Wallace had more than 25 years of senior executive and utility operations experience. From 1993 to 1999, he was Senior Vice President with Unicom/Commonwealth Edison (ComEd) of Illinois, a \$7 billion utility serving 3.4 million customers. He was also ComEd's Chief Nuclear Officer, responsible for the operation of the company's 12 nuclear generating units at 6 power plant sites.

Mr. Wallace began with Unicom/ComEd in 1974 as a principal engineer, managing various responsibilities associated with the design, procurement, and construction of power plants. He became Plant Manager in 1979, then Executive and Manager in 1982, and Vice President in 1990. In his tenure he had responsibility for the completion of the Braidwood and Byron Nuclear Stations of ComEd during the period of 1982 to 1988.

Mr. Wallace has a Bachelor's in Science in Electrical Engineering from Marquette University and a Masters of Business Administration from the University of Chicago with a specialization in finance. He also served as a naval officer in the U.S. Navy nuclear submarine force.

In recent years, he held positions as Chairman of the Nuclear Energy Institute's (NEI) Security Working Group overseeing security for all 104 U.S. nuclear power plants and Chairman of the Nuclear Sector Coordinating Council under the Department of Homeland Security's National Infrastructure Protection Plan. He also served as Chairman of the Partnership for Critical Infrastructure Security (PCIS), a member of NEI's New Plant Oversight Steering Committee, Director of Nuclear Electric Insurance Limited (NEIL), Chairman of UniStar Nuclear Energy, and Chairman of CENG (a partnership with EDF for the operation of five nuclear power plants).

Mr. Wallace is engaged, on a pro bono basis, in two broad based areas: nuclear energy and critical infrastructure security. Since being appointed in 2008, he continues to serve as a member of the National Infrastructure Advisory Council (NIAC), which advises the President of the United States on matters related to Homeland Security. Mr. Wallace also actively supports critical infrastructure security for the electricity and nuclear industries through various public-private partnership development initiatives: he serves as a

member of the Electricity Subsector Coordinating Council (ESCC) and its Steering Committee and is a member of the Cybersecurity Subcommittee of the Homeland Security Advisory Council (HSAC) under the Secretary of Homeland Security. He also serves as Senior Advisor to the North American Electric Reliability Council (NERC). Since June 2011, Mr. Wallace has served as a Senior Advisor for the Center for Strategic and International Studies (CSIS), leading the U.S. Nuclear Energy Project, and as co-chairman of the Commission on Nuclear Energy Policy in the U.S. Further, he supports related nuclear energy activities with the U.S. Department of Energy. He is also a member of the U.S. Naval Historical Foundation Advisory Council.

Mr. Wallace serves on the Board of Emirates Nuclear Energy Corporation (ENEC), is an advisor to the CEO, and also chairs the ENEC Board Committee on Nuclear Power. ENEC is engaged in the construction and operation of the Barakah Nuclear Power Plant (4 units, 5,600 megawatts). Mr. Wallace also serves on the Advisory Board of Centrus Energy Corporation, the U.S. based trusted supplier of enrichment uranium fuel for commercial nuclear power plants.

Greg Wells, *Senior Vice President-Operations, Southwest Airlines Corporation*

Mr. Wells oversees the Ground Operations Department, including Cargo Management and Airport Performance Improvement; the Inflight & Provisioning Department; the Flight Dispatch Department; the Operations Coordination Center; Central Pubs; and on time Performance Initiatives.

Mr. Wells has been with Southwest Airlines for over 25 years and has a broad background of operational experience. He has held the positions of Vice President of Safety, Security, and Flight Dispatch; Vice President of Ground Operations; and Sr. Vice President of Ground Operations. He also sits on

the Southwest Airlines Executive Planning and Senior Management Committees, the Airlines Operations Committee, and is the company's Emergency Director.

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